

## **PSR AMENDMENT**

### **APPENDIX – Operational Guidelines Classification and Compensation Structure**

- I. Salary movement within a class shall be governed by the following:
  - A. Movement to a like assignment within a management class shall not include salary movement.
  - B. Temporary or permanent movement from one assignment to another assignment within a management class shall include salary movement when the incumbent's new, full-time, temporary or permanent assignment changes as follows:
    - Incumbent assumes full supervisory responsibility of management or full technical supervision of high-level technical non-management staff. As determined by the department head, the amount of salary movement is that which maintains at least a 5.5% to 7.5% differential between the highest paid subordinate and supervisor not to exceed the maximum advertised rate for the class.
    - Incumbent assumes substantial responsibility for an assignment that the department head can document is difficult to fill and/or critical to the department's operations. Amount of salary movement is 5.5% not to exceed the maximum advertised rate for the class.
    - Incumbent assumes substantial responsibility for an assignment that the Department Head determines the incumbent is the recognized technical expert for a complex, clearly identifiable area. Assignment may include training, mentoring and developing others in technical matters. Workload is composed of independently performing the most complex, high profile analytical/research technical assignments upon which leadership relies for critical decision-making and employee development. Amount of salary movement is 5.5%, not to exceed the maximum advertised rate for the class.
  - C. Any salary movement based on the criteria in I.B. requires the setting of new performance goals encompassing the new assignment and in a manner consistent with the Management Appraisal Plan (MAP).

- D. At the end of a temporary assignment within a class where the incumbent's salary was adjusted per I.B., the incumbent's salary shall return to that which he/she would have achieved in his/her prior assignment had he/she remained there during the term of the temporary assignment.
- E. If, within one year of the date of appointment, an incumbent fails to meet the performance expectations of a permanent assignment that included salary movement based on the criteria in I.B, the incumbent shall return to his/her former assignment or an equivalent and receive a reduction in salary commensurate with the amount received for the reassignment.

II. General provisions of the Administrative Management salary structure:

- A. Managers whose salaries reach the top of the administrative management salary range (the maximum advertised rate) by meeting or exceeding performance expectations shall be eligible to earn additional compensation for exceptional performance, through a Board adopted and funded performance rewards program. Salary increases beyond the advertised maximum rate available for exceptional performance and shall not exceed the top of the salary range for the class.  
  
Managers' salaries may reach the top of an administrative management salary range (the maximum advertised rate) by annual increases provided to those who meet or exceed performance expectations and/or increases which may be provided through a Board adopted and funded performance rewards program for exceptional performance. Managers shall be eligible to earn additional compensation beyond the maximum advertised rate for exceptional performance through the performance rewards program, not to exceed the top of the salary range for the class.
- B. The exceptional performance component of the Administrative Management salary ranges shall not be used for the purposes of recruiting, market adjustments or other non-performance related reasons. Specifically, under no circumstances shall the exceptional performance component of the Administrative Management salary ranges be utilized for salary adjustments outside of a Board adopted and funded performance management program.
- C. An employee's salary shall not exceed the maximum advertised rate except for exceptional performance or as otherwise provided for under Article I, Sections 5 and 6, of the Memorandum of Understanding for the Administrative Management Unit.

D. An employee's salary, including compensation for exceptional performance, shall not exceed the top of the range for the class.

E. Under no circumstances shall an employee's salary fall below the bottom of the salary range established for an administrative management class.

### III. Salary on new hire or promotion

Salary for new employees and regular and limited term employees promoted into a management class shall generally begin at the minimum advertised rate; however, employees shall not receive a decrease in salary on promotion to a management class. Department heads may appoint a new or promoting employee up to maximum advertised rate for the position. In determining a salary offer beyond the bottom of the salary range for a new or promoting employee, the Department head shall consider the following: 1) the market demands a greater offer; 2) the candidate's previous education, training, experience and employment references enable the candidate to make an immediate, greater contribution to the County than other available candidates; and 3) that the offer does not negatively impact the department's budget or internal salary relationships within the Department or countywide. The Human Resources Director and Chief of Employee Relations will periodically audit job offers beyond the minimum of the salary range to ensure compliance with salary policy.

### **Definitions**

**Promotion:** The movement of a regular, limited term or probationary employee from a non-management class to a management class; or, from one management class to another management class whose maximum advertised rate is higher than the maximum advertised rate of the former class.

**Reduction:** The movement of a regular, limited term or probationary employee into a management class with a lower maximum advertised rate.

**Reassignment:** The movement of an incumbent from one position or assignment in a management class to another position or assignment in the same management class.

**Y-Rate:** Shall mean a pay rate that exceeds the maximum advertised rate for an administrative management class.

